DOCUMENT RESUME

ED 343 649 JC 920 179

TITLE	Jump at the Sun: Perspectives of Black Women Administrators.
INSTITUTION	Northern Virginia Community Coll., Annandale.
PUB DATE	Mar 89
NOTE	21p.
PUB TYPE	Collected Works - General (020) -- Viewpoints (Opinion/Position Papers, Essays, etc.) (120)
EDRS PRICE	MF01/PC01 Plus Postage.
DESCRIPTORS	*Administrator Attitudes; Administrator Characteristics; *Black Leadership; *Blacks; Higher Education; Leadership Qualities; *Racial Bias; *Sex Bias; *Women Administrators

ABSTRACT

Four community college administrators, including a president, provost, director of learning resources, and dean of student services, offer their perspectives on what it means to be a black woman administrator in higher education today. First, "Jump at the Sun," by Bernadine Coleman Thomas, contends that a black woman administrator can be successful in the invalidating environment of higher education if she knows who she is and why she is a member of the academic community; and if she sets her own goals and measures their attainment against specific criteria. In "Who Am I?," Belle S. Wheelan underscores how important support networks in the workplace and in her personal life, self-rewards, and hard work have been in allowing her to contend with the stress of moving across country to accept a new administrative position. Wheelan also presents her position on the responsibility she feels as a representative of other black females. "Not-So-Random Thoughts on the Pursuit of the Goal," by R. Eileen Baccus, offers guidance and insight on obtaining the credentials that will be necessary for a black job applicant to obtain an administrative position; conducting job searches, and learning the written and unwritten rules for operating in an organization. The final article, "Upward Mobility, Aspirations and Expectations: A Woman's Perspective," by Barbara D. Holmes, focuses on the differences between male and female management styles, general characteristics of leaders, and qualities of successful women leaders. (JMC)

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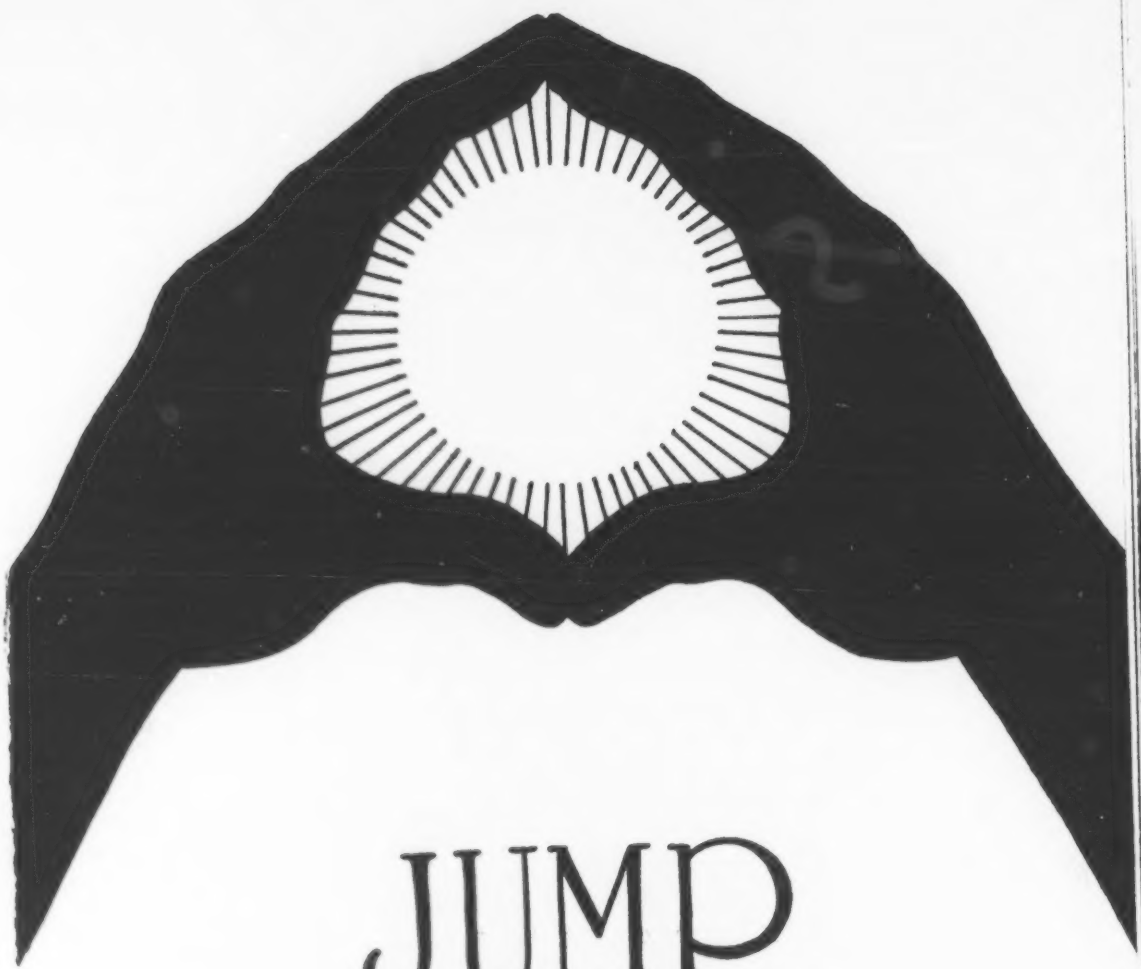

JUMP AT THE SUN

Perspectives of Black Women Administrators

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A word .....

Sharing and connecting are what our lives are all about. Jump at the Sun is our way of sharing some thoughts and perspectives about what it means to be a black woman administrator today in higher education. The dialogue, as we know, will continue. The more we talk, and share, and help each other, the stronger we all become. Our struggle is not just to survive, but to thrive in spite of the myriad of challenges that we face daily. We all can and must jump at the sun.

Barbara D. Holmes

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BARBARA D. HOLMES, Ph.D.

JUMP AT THE SUN

Bernadine Coleman Thomas, Ph.D.

Jump at the sun is an old phrase among blacks meaning that a person has high spirit. From personal experience and observation, I have ascertained that we black women administrators need this quality.The abililty to jump at the sun means that you are a self starter and have the personal power to maintain your own self–esteem. The concept of self–esteem has been researched by Abraham Maslow and identified as self–actualization. Maslow calls it the "third force."This force is described as the acceptance and expression of the inner core or self.There is evidence that this inner core grows partly by discovery and partly by creation. We black women must struggle to maintain a realistic self–image in a society that invalidates us. The frustration and stress of dealing on a daily basis with institutional racism and sexism will not debilitate you if you have a plan for maintaining your equilibrium.

For the past eighteen years, I have worked in higher education and have seen some changes and gained many insights into the system. This serves as the basis for my plan. This plan began when I was a graduate student at the University of Maryland. It came about not through course work or seminars but as the outcome of first hand, day to day observations of a successful black woman administrator, my doctoral advisor, Dr. M. Lucia James. I witnessed the overt and covert actions at work while she struggled to meet the demands of her profession and fulfill her personal commitment to make higher education available for blacks. As I worked in her office, I began to ask myself this question:

- How does a black woman administrator successfully work in an invalidating environment?

First, know who you are and why you are a member of the academic community. Black women are in higher education because of the need for representation and advocacy for women.

Second, set your own goals. You have acquired the credentials and prepared for your position but it is up to you to decide what your commitment will be. My own commitment is to contribute and participate in social reconstruction through education. It seems to me that my context for this task is a good one. Northern Virginia Community College is part of the Virginia Community College System

that is committed to reaching the educationally underserved population.

Third, provide yourself with specific criteria that will provide you with information that will show you how effectively you are working. This approach of asking yourself – how am I doing? – is important because you need to have some means for gaining satisfaction and knowledge that you are progressing toward your goals. Why is this important? It is important because you need to affirm yourself in an invalidating environment. Another part of this process is to refuse to accept invalidations such as racial slurs, invidious "put-downs,"and jokes.

I am pleased to report that this liberating approach has been working for me. It has taken me a few years to come to these conclusions. By sharing this with you I hope that you will benefit from my experience and move quickly to reaching your goals. Jump at the sun and begin your own self creation and discovery. Help yourself.

WHO AM I?

Belle S. Wheelan, Ph.D.

What qualities are needed to be successful as a black, female administrator in a community college? Are there special skills she needs to cope with the activities in that typical day?There are as many different answers to those questions as there are black, female administrators. For me, a typical day is chaotic at best. Like a large majority of black females in the 1980's, not only am I working full time outside of the home, I am a single parent. Unlike many black females, however, I enjoy a support group comprised of people, both men and women, who help me make it from day to day and on whom I feel I can really depend. But is that support group enough to assist me in my quest to be a successful administrator?

I have been in my current position only 11 months. In accepting my new job I moved half way across the continental U.S., the first such move I had made in my entire life. Leaving all things familiar behind was a frightening proposition to say the least. I knew no one. I was totally unfamiliar with the area. And the security of knowing where to shop for food, clothes, etc., where the hospital was, etc., was no longer present. I felt lost. But I also felt as though I had embarked upon a brand new adventure, and that was exciting. Though my tenure in community colleges has spanned 14 years, I must admit to a great deal of apprehension moving to a new state. The structures of the local college, the system itself, and the state bureaucracy differed from those I had left and demanded an entirely new mind set. The one thing that kept me looking forward was my awareness of the fact that I was going to be in charge!

Need I point out the naivete that last statement represents. Being in charge has come to mean being the first person people call when things blow up. One morning I awakened to realize that I was alone in a world where everything was new, WHAT CAN I DO??

I mention a few personal details only to emphasize the external factors that have occurred in my life that I feel have the potential to directly impact my performance as a black female in an administrative position. I do feel that each of those characteristics presents a unique set of circumstances in themselves and the additional factors serve to magnify their impact.

In her book *Black Women: Do They Cope Better?,* Lena W. Myers (1980) defines a social support system as "those helping agents or individuals who provide social support and feedback in solving problems or during periods of crisis" (p.26). Since all of my supporters were back home, my first task was to identify a new system of social support. I realized early on that if I didn't, I would have to buy stock in the long distance phone service of my choice, for I would be calling home often. Having an earned master's degree in Psychology, I did recognize that I would fare much better if that group of people on whom I would need to call was close at hand. Hence, my first rule of survival: ASK FOR HELP, QUICKLY!

Fortunately, I am not a shy or inhibited person so asking for help was not too difficult. Knowing who to ask, was. I knew none of the players nor their hidden agendas. Thereby, my second rule of survival: TRUST EVERYONE UNTIL THEY GIVE YOU REASON NOT TO. This rule had served me well over the years and, so far, has served as good advice. Especially when things have to get done NOW, it is necessary to jump in with both feet and take a risk. I hesitate to add, however, that whenever possible, calculate the impact of those risks. Generally, you'll be out there alone trying to defend taking them.

In my new position, I also find myself the only woman and the only black at my level of administration, a fact that is unfortunately neither surprising nor uncommon. However, it is lonely. There are times when I feel I have no one with whom to share the day–to–day miseries without being perceived as inept. I know everyone in a leadership role feels that way sometimes; the difference is that I'm never sure whether I the person is perceived that way or I the woman or the black. That question gives new meaning to the term 'triple threat.' If I have no one at work on whom to lean and no one at home on whom to ventilate, what do I do?

I listen to music, I eat, I roll on the floor and play dodge ball with my son, and all of the other displacement activities I dare identify. Do these activities work? You bet! I know the words to every song out today. I've eaten at every restaurant in the area and I know the words to every nursery rhyme Mother Goose and all of her cohorts ever wrote. Unfortunately, I'm still black. I'm still female. And I'm still alone.

Fortunately, I LIKE myself. I enjoy expending the energy necessary to successfully balance home and work and play. And I feel I do them well. Challenge has always motivated me. When someone

says I can't do something, I find strength in proving them wrong. However, in spite of that drive and initiative, a massive amount of human energy and emotion are expended, and the reality of a need for practical outlets is still apparent. How do I keep my head about me when all hell breaks loose?

In order to maintain some semblance of sanity, I actually do sing, eat and play. I also sit down daily and make a list of the accomplishments I achieved for the day, identify the three most important things I want to accomplish the following day, and review the activities that were not succcessful. For the latter, I attempt to identify what went wrong and ways to have done those things better. Rewarding self is very important. This is especially true when little or no positive feedback is presenting itself. Being new means it takes awhile for people to trust you. Being black and female often clouds my own mind as to that lack of trust and is a state of mind that I am constantly fighting. I must continue to remind myself that this job is taxing enough without me compounding the issue.

But is there a difference in other people's perceptions of my skills because of my gender or my ethnicity? I can't answer that question without looking inside of myself and asking if I judge others along those same conditions. The reality is that often I do. No, it's not fair but it's human nature to judge others on the things by which they differ from you. For me, it's all right for people to judge me by my gender or ethnicity because I give all of my energies to ensure that I am being the best person I can be. For me, it is a motivating factor to think that I am a representative of other black females. I am doubly determined to do my best because I am representing millions of others who do not have the same opportunity to demonstrate the fact that blacks and females are competent, confident, determined, productive people, too.

I know that doesn't work for all people and I'm not suggesting that it should. What I am trying to imply is that instead of worrying about the criteria on which we are being judged, we must be sure never to give anyone any REAL reasons to make gross generalizations about the performance of the groups we do represent. We DO have a responsibility to be the best we can be because we DO represent millions of others who have not gotten the opportunity to sit where we do. We must spend extra hours researching, reviewing, reading and responding to all of the documents that present themselves because we must be informed. We generally do not have the same support groups or informants or confidants that our cohorts do and

must, therefore, arm ourselves with information obtained through other methods.

So, yes, I sing and play and eat, but yes, I do my homework and confide in those people with whom I have built a level of trust. I call friends back home and I take risks and call upon those in whom I must develop a new trust. The days are long and often very trying and many times I must reflect upon the words my eighth grade teacher shared with me many years ago. She said that all of us in my class were Americans and that the word American ended in the letters I–C–A–N, I can, and that she never wanted us to say we couldn't do something until we had given it our best shot.

Yes, I'm BLACK. Yes, I'm FEMALE. Yes, I'm an AMERICAN. And yes, I CAN.

Not-So-Random Thoughts on the Pursuit of the Goal

R. Eileen Baccus, Ph.D.

Credentials

Credential yourself! Be willing to make the necessary sacrifices to attain the credentials required to operate at the level to which you aspire.

Significant among the most disappointing attitudes among many women, both black and white, in past years has been the tendency to look at white males in power positions with less than terminal degrees and conclude that "they did it so I should be able to also."

As rational as that may seem, the fact is that it is, in all likelihood, a fallacious assumption. The reality is that we are, generally, required to hold all the degrees and related credentials to even be considered for the position which we seek.

In other words, when reading the position description, begin with the "requirements" but hone in on the "preferred qualifications."

Does this mean that you should have no aspirations for positions whose "preferred qualifications" are currently not yours?

Certainly not! It means that you must plot a course to attain those and follow through to completion. This may include formal course work, seminars, or varied work experience. In fact, it may even mean that you forego a higher salaried position for a lesser one in order to build the experiential background for your ultimate goal.

One of the most difficult aspects of adhering to your carefully-charted course may be that of delayed gratification. You may have to delay owning the luxury car, designer apparel, and other such trappings of success.

To complicate things even further, it is important that you present an appearance of status and well-being throughout the process. For often, one way to get where you want to be is to look as though you're already there.

Be as resourceful as black women have historically been. It just may not be as difficult for us as it was for our mothers and grandmothers.

Job Searches

Work from a position of strength; look for that next job *while* you have a job. Success begets success; everybody loves a winner! These cliches may sound trite but the simple truth is that you deal from a position of strength when you pursue a job while already employed.

Don't overlook or minimize the importance of such resources as mentors, friends, mere associates, advertisements, headhunters, and female role models. Be wary, at the same time, of being over-zealous or over-bearing in tapping those resources, particularly the human ones. You cannot expect everyone to be as dedicated to your goals as you yourself must be.

When tailoring your resume to the position which you seek, always remember that volunteerism pays! Don't be shy about including such experiences in your resume. Not receiving compensation for a job done or task completed does not lessen the value of that experience.

In the arena of volunteerism, one of the richest resources for us is black women's organizations. We should take great pride in the outstanding national sororities and social/service organizations, which we claim. Not only do these organizations contribute significantly to the well-being of black Americans, they also provide very fertile ground for the development of black female leaders.

We are cognizant of the role of historically black colleges in providing non-hostile environments for the education and development of our black citizenry. We should recognize also the importance of our black organizations in the development of leadership acumen among our populace.

This writer is particularly fond of the notion that once you have met the challenge of leadership of a group of talented, educated black women, you are prepared to take on the world!

Rules

There are both written and unwritten rules for operating in any organization. The written ones are easily enough accessed; the unwritten ones are usually revealed over time, through experience and observation.

Learning the unwritten rules, however, doesn't necessarily mean following them. So in conclusion, please consider a favorite tenet from Michael Korda:[1]

> The only rules worth playing by are your own. Only you can decide what you'll do, what you won't do under any circumstances; how far you'll go to ingratiate yourself with your superiors; how hard you'll push yourself and how far you'll go to get what you want. It's important to recognize that there are rules all over the place, and many of them have to be respected – but it's equally important to realize that sometimes breaking them may be the only way to get ahead or even to survive.

[1] "Secret", Career, November/December, 1984. Aetna Life & Casualty, Hartford, CT.

UPWARD MOBILITY, ASPIRATIONS AND EXPECTATIONS – A WOMAN'S PERSPECTIVE

Barbara D. Holmes, Ph.D.

I have worked as a senior level college administrator since receiving the Doctorate in 1974. I have also worked for almost two years as an interim President for a multi–campus community college. These experiences have given me a rather unique perspective on administration, particularly from the woman's perspective. I have come to believe that the preparation needed, mind set and coping skills are somewhat different for women administrators.

Marilyn Loden in her book "*Feminine Leadership: How to Succeed without Being One of the Boys*" describes the difference between male and female management styles. She states:

> "While some male members (of a management group) compete for control, female members are more likely to aim for compromise or consensus–building. They are more often the members who poll the group for ideas, who support the right of all members to express their opinions, and who are more willing to modify their own views based upon the evidence presented during the discussion. While males tend to control and maneuver within the group in order to satisfy their own self–interests, females demonstrate less vested interest in proving that they are right and more interest in maximizing the chances for an outcome that is satisfying to everyone within the group."

Consensus, communication and cooperation are at the heart of the feminine style of management; competitiveness, hierarchical structure, with the aim being to win, are at the heart of the masculine style.

While consensus, communication and cooperation are central to the feminine style of management they are still difficult to achieve in complex organizations. It is difficult because you still have to deal with competing interests, multiple agendas and traditional operating values and styles. While administration has its difficult moments, it is inherently challenging and commands the attention of competent women.

One of the fundamental questions that women wrestle with is how do you prepare?

First of all, know thyself – know who and why you are. Know what makes you tick, what motivates you, what drives you, how are you satisfied, what are your M & M's? What are those basic values that undergird your very existence? Only you can answer the question – How do I matter? What difference will my individual contribution make? What motivates me, is my eleven year old daughter, Courtney. As I watch her mature, I think about America's promise of "with liberty and justice for all." My feeling is if I don't help to pave the way for her, who will? Who will insure that there will be liberty and justice for all when she is ready? Who will establish her frame of reference that it's okay for women to be successful?

Unless you know who you are and why you want it, you may not be prepared to deal with the rocky parts of the journey to success. The literature on women today suggests that many women are afraid, not of failure, but of success. Women are afraid of success because the price exacted by success is exorbitantly high, and the toll it takes on one's personal life becomes unbearable and sometimes tragic.

I spoke recently with a senior partner of an international accounting firm regarding his perceptions of women managers and his comments troubled me. He said that if he had to choose between two accounting professionals with equal credentials, and the only difference was that one of them was a man and the other a woman, and his future depended on his making the right decisions he would choose the man every time. He said he would choose the man because men stick with the job, even when the going gets tough. Women, on the other hand, he posited, aren't willing to pay their dues. He felt that women use the fact that they are married and have someone to support them as an escape hatch when the going gets tough. His business decision was – there was minimum return on the investment dollar, if you invested that dollar in a woman – consequently he said, there are few women in senior management positions in major accounting firms across this country.

The other thing he said was that women managers have not learned how to participate in the evaluation process without getting defensive, getting their feelings hurt and crying. He views having to wait until the crying jag is over as a professional irritant and as a major waste of his time.

The woman manager of tomorrow must understand that she helps to shape the perceptions that men hold of us as professional colleagues. Through our actions and reactions we must assure that their perceptions of us as competent women are accurate.

The woman leader of tomorrow must understand that with leadership comes obligation. We have an obligation to chart the course for the hundreds of young women looking to us as role models for their own futures. Women leaders of tomorrow are shaped in large measure by what we do today. We cannot default.

Leadership entails sacrifice. In order for us to achieve, to live up to our potential, we must be prepared to sacrifice.Some will sacrifice their husbands, home–life, children, friends and loved ones. Everybody will not be pleased that we have chosen to excel. Everyone will not be supportive, many will be threatened. Some of our major critics will be other women who think they should have gotten theirs first. We have a tendency as women to expect that life will be fair, that people will be objective, that we will be treated justly. This simply is not so in the real world. We need successful failure models – I once saw a pepsi ad in which actress Shirley MacLaine tells her daughter that she learned much more from her failures than her successes – she advises that while one does not want to get a Ph.D. in failure – it is okay to fail sometime.

Little boys learn early on in the socialization process that it's okay to fail. Athletics is founded on that idea. Envision a kid carrying the football. He gets knocked on his butt and the coach and fellow players help him up and slap him on the back and say "Good effort, Joey." He was rewarded for having tried – he had heart and hustle – he makes an excellent team member. Whereas, as little girls we are shielded from life's unpleasantries – we are encouraged not to get dirty, not to play harshly, to always be nice and sweet and of course look pretty – none of which prepares us to succeed in the real world.

We must become intimately acquainted with integrity – professionally and personally. You only lose your reputation once, you never get a second chance. We need to support each other and sustain the chain that links past generation to present generation to future generation.

In answer to the question what manner of woman will it take to get us on the cutting edge, I submit the following:

1. She will have a firm sense of **who** she is.

2. She will understand the need to be an intellectually free person, who through individual action advances the dignity of mankind.

3. She will be a person of vision, for she understands that without vision, people perish.

4. She believes that truth and justice ultimately prevails and that the pursuit of truth is essential to having a vital and principled life.

5. She will know that class is clout.

6. She will not have an ego need to be popular, just respected.

7. She will know her pressure points.

8. She will need to be academically competent.

9. She must believe she can make a difference.

In much of the leadership literature, several characteristics are identified as being possessed by leaders, they are:

- confidence
- self-direction
- articulate
- goal–oriented
- doggedly persistent
- risk–taker
- energetic
- opportunity conscious
- adaptable
- no fear of failure

Finally, let me leave you with a quote by John Gardner, author of *Self–Renewal*, who states:

> "Winners in life do not leave their growth to chance. They pursue it by carrying on an endless dialogue between their potentialities and the claims on their lives."

R. EILEEN BACCUS, Ph.D.

Dr. R. Eileen Baccus was appointed President of Thames Valley State Technical College, Norwich, Connecticut, on August 15, 1986. By this appointment, she became the first black female president of a state technical college in Connecticut.

Dr. Baccus was previously employed at AEtna Life & Casualty as an internal consultant in a pension fund investment unit of the Employee Benefits Division and one year in the Treasurer's Department of the Financial Division. Prior to her employment at AEtna, she had an eleven year tenure at the University of Connecticut. While at UConn, she served as Director of Personnel, Assistant to the Dean of the School of Education, Assistant Director of Financial Aid and as a Counselor and instructor of mathematics.

Dr. Baccus received a bachelor's degree in Mathematics from Fisk University and graduate degrees from the University of Connecticut which include a Master's in Business Administration concentrating in industrial administration and a Doctor of Philosophy in professional Higher Education Administration.

She is active in the Greater Hartford Community as a Director of the Connecticut Savings and Loan Association and an advisor to the Junior League of Hartford. Dr. Baccus' national activities have included numerous professional and social organizations such as American Education Research Association, Phi Delta Kappa, Delta Sigma Theta, Inc. and Links, Inc.

Dr. Baccus resides in Windsor, CT and has a son, Christopher, attending North Carolina State University.

BARBARA D. HOLMES, Ph.D.

Dr. Barbara D. Holmes is Provost of the Annandale Campus of Northern Virginia Community College in Annandale, Virginia. NVCC is the largest community college in the nation and is situated across the Potomac River from the U.S. Capital, Washington, D.C.

Dr. Holmes is a member of the President's Roundtable, National Council of Black American Affairs. In recognition of her efforts on behalf of black women and service to the community, Dr. Holmes recently received the Mary McLeod Bethune Award from the National Council of Negro Women.

Dr. Holmes earned the Undergraduate degree and Master's Degree at Stetson University and the Ph.D. in Higher Education Administration at the University of Connecticut.

BERNADINE COLEMAN THOMAS, Ph.D.

Professor Bernadine Coleman Thomas, Ph.D., M.Ed., B.S., Professor and Director of Learning Resources, Loudoun Campus, Northern Virginia Community College since 1974. Born July 13, 1929, Chicago, Illinois. Parents, Bernard Coleman (d. 1984) and Majorie Winston Coleman; Sister, Wanda J., Born 1928; Brother, Kenneth L., born 1933. Married, 1952, to Daniel L. Thomas, Jr., Divorced 1968. Two daughters, Terri Anne born January 13, 1955, and Marla Jean born June 20, 1957.

Dr. Thomas attended Chicago Public Schools, University of Illinois, Chicago Teachers College, Virginia State University, University of Maryland as a U.S. Office of Education Fellow.

Dr. Thomas taught Library Science at Virginia State College and supervised Instructional Material Center 1970, 1973. Library Media Specialist, Montgomery County Public Schools, 1973-74. Associate Librarian, University of Maryland, Curriculum Laboratory, College of Education 1972. Classroom teacher and school librarian Petersburg, Virginia 1968; Chicago Public Schools 1960-1962.

Dr. Thomas conducted research for Commonwealth of Virginia, Council of Higher Education, Funds for Excellence, Black Adult Education, 1984-85. Produced oral history tapes, transcripts and photographs of Black community.

BELLE WHEELAN, Ph.D.

Dr. Belle Wheelan earned a BA degree in Psych. & Soc. in 1972 from Trinity University, a MA in Developmental Educational Psychology from LSU in 1974, and a Ph.D. in Educational Administration from the University of Texas in 1984.

Dr. Wheelan taught Psychology for 10 years before embarking on her administrative career. Subsequently, she served as Dir. of Developmental Ed., Dir. of Academic Support Services, Interim Dir. of Guidance & Counseling, and Administrative Intern all while employed at San Antonio College in Texas. Currently, she is the Dean of Student Services at Thomas Nelson Community College in Hampton, Va.

The mother of a 4 yr. old son, Dr. Wheelan enjoys reading biographies and fiction, and listening to music. Her goals are to serve as Chief Executive Officer of a community college and to successfully survive motherhood.

Northern Virginia Community College

Fall, 1989

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